



G R E S H A M
S M I T H A N D
P A R T N E R S

January 21, 2010

Leslie Goldsmith
Iowa Department of Natural Resources
Wallace State Office Building
502 East Ninth Street
Des Moines, IA 50319

Subject: EMS Pilot Program
Progress Report for SWAP Advisory Council
GS&P Project No. 27518.00

Dear Ms. Goldsmith:

Gresham, Smith and Partners (GS&P) has prepared this report to update the SWAP Advisory Council on the progress made on the Environmental Management System Pilot Program through January 15, 2009.

1. Assignments from Council

- a) Provided input on funding discussions.

2. Pilot Progress

- a) GS&P conducted monthly conference calls with three of the Pilots on December 18, 2009, and two on January 8, 2010. Additional calls are scheduled for January 11, 2010 and January 22, 2009.
- b) The following assignments were made:

Task	Deliverable	Due Date
Determine Objectives and Targets	Objectives and Target List	01/15/10
Quarterly Meeting	Attendance	01/26/10
Site Visit with Scott County	Attendance	01/27/10

Design Services For The Built Environment

2811 McKinney Avenue, Suite 300 / Dallas, Texas 75204 / Phone 214.350.1500 / www.gspnet.com



Ms. Goldsmith
January 21, 2010
Page 2

3. Accomplishments and Hurdles

- a) GS&P continued to provide EMS resources and example materials through the project website. Pilots used the website to communicate, find resources and upload their deliverables.
- b) To date, all Pilots have uploaded their homework assignments on time or ahead of schedule.
- c) Pilots identified difficulty in determining Objectives and Targets for Education and Outreach programs.
- d) Many Pilots expressed a concern that they were developing an EMS without knowing what criteria upon which their success would be judged. GS&P explained that the evaluation criteria are being developed as part of this project and that the Pilots' input in the process would be helpful to determine appropriate criteria.
- e) Additionally, clarification was sought on how the Pilots should address the six plan components within the framework of an EMS. Questions were raised about the level of effort the Council expected the Pilots to deliver on the six components. For example, is every component required to have an associated Objective and Target? What would Council consider success?
- f) Many Pilots had difficulty in developing Objectives and Targets within their Fenceline for the six plan components, specifically in determining the extent of their influence on programs and services. This programs and services may rely upon the participation of customers and/or collaborators. The Fenceline is a delineation of the scope of the EMS or the area or operation around which the EMS is developed. For example, if a Pilot does not collect or accept yard waste, the Pilot might struggle with determining how to include this component in a way that they have control over its success.
- g) One Pilot acknowledged that Communication and Documentation are areas which will be challenging in the EMS development.
- h) Some Pilots experienced difficulty in discerning between Targets and Action Plans.
- i) Some Pilots expressed interest in understanding the ISO 14001 standard for EMS and asked for additional guidance on achieving ISO certification.

4. Lessons Learned and Noteworthy Experiences

- a) The majority of the Pilots include representatives of management on the Core Team, choosing to involve other staff such as operators and "shop level" staff during the implementation phase of the EMS development.
- b) One Pilot used their organization's Mission and Vision statement (which had



Ms. Goldsmith
January 21, 2010
Page 3

been in place and reapproved for 15 years) as a template for their Environmental Policy.

- c) Some Pilots considered including the six plan components in their Environmental Policy Statement. GS&P suggested that, if Pilots choose to include them, they consider the potential for future changes in the legislation.
- d) Some Pilots found it useful to conduct the Gap Analysis as a group with the Core Team.
- e) Some Pilots requested that templates be formulated to ease the preparation of deliverables such as the Objectives and Targets and the Action Plans. Additional examples were requested as well.
- f) Since worker health and safety are included in the Legal and Other Requirements as defined by Iowa HF 2570, Pilots asked if they should include health and safety in their Environmental Policy. GS&P responded that there are benefits and drawbacks to tying the programs together and that the Pilots should review the implications to their individual organizations.
- g) The EMS development effort takes a considerable amount of time, especially impacting smaller Pilots. Planning labor intensive components of the EMS effort during traditionally slow seasons, such as winter, moderates the impact on Pilots' operations.
- h) An unbiased facilitator can be helpful in leading Core Team meetings, especially if the Team is large and/or a diverse group.
- i) Objectives and Targets do not necessarily need to have deadlines within the first year of the Pilot. Objectives should be established, but they may take more time than one year to accomplish. Objectives and Targets should be set based on what is realistic to accomplish. However, Pilots should recognize that accomplishing Objectives is critical to demonstrate continual improvement and there will be annual reporting on progress.
- j) Many times baseline data needs to be gathered before a meaningful Objective and Target can be identified. In the early stage of EMS development, acquiring the baseline data often becomes an Objective and Target.



Ms. Goldsmith
January 21, 2010
Page 4

5. Problems, Schedule Impacts and Other Significant Issues

a) None to report.

Please contact me if you have any questions regarding this report or the services described herein.

Sincerely,

A handwritten signature in cursive script, reading "Laura Fiffick", is positioned above the typed name.

Laura Fiffick, P.G.
Project Manager

Gresham, Smith and Partners

Copy Sara Bixby—Council
 Becky Jolly – Iowa DNR
 Tom Dietrich—GS&P